

Meeting Highlights

EPMO SDLC Workgroup

DAY: Friday, February 4, 2011

TIME: 9:00 A.M. – 12:00 P.M.

LOCATION: Department of Insurance (Dobbs Building, 430 N Salisbury Street, Raleigh, Conference Room 2238) or Dial-In 919-212-3144

Meeting Called By:	SDLC Workgroup Members
Meeting Purpose:	<i>Review project approval workflow for over \$500K projects and draft recommendations to accommodate agile development projects.</i>
Attendees: (*present)	*Chris Cline, Community Colleges *Beau Garcia/*Gayle Robinson, Department of Insurance LaQuita Hudson, Information Technology Services Paul Jarmul/Michele Jackson, Department of Revenue *Ronda Jones/ *Ann Tyndall, Department of Public Instruction *Subhaparatha Sridharan, Department of Health & Human Services Linda Lowe/*Gaye Mays, Statewide Enterprise Project Management Office *Cheryl Ritter/Carolyn Broadney, Department of Transportation
Guests:	Kathy Bromead, Statewide Enterprise Project Management Office

Key Points Discussed:

- Kathy Bromead, Director EPMD attended the meeting and participated in the discussion regarding a revised workflow for Agile projects in the PPM Tool. The PPM Tool may be able to accommodate a new workflow for these types of projects. Kathy suggested we may want to consider identifying the projects as “Modular” since there are many variations of iterative product development.
- The group reached agreement on a recommendation to combine the Execution & Build and Implementation phases into one phase called “Build & Implement”. Most of the sprints would take place in this phase. This will eliminate one of the gate approvals required.
- The team also discussed which artifacts would be required at each gate. Agreement was reached on the following:
 - Gate 1: Initiation – Staff estimate & Procurement Plan
 - Gate 2: P&D (Sprint 0 – X) – Storyboards, Approved Product Backlog (Requirements), Updated Sprint Plan (Staffing Plan and Schedule); Updated Procurement plan and initial Technical Architecture Design Document (TASD)
 - Gate 3: Build & Implement (Sprint X+1 – Y) – Updated Sprint Logs; TASD Reviews, as needed; Product Backlog, updated per sprint; Final Disaster Recovery Plan
 - Gate 4: Closeout – As currently exists
- Sprint Review Meetings – The team discussed the need to have a sprint review meeting following each sprint. The meetings would address the following questions:
 - What did we do right?
 - What did we do wrong?
 - How do we do it better?

- Discussion regarding “Agency Document Checklist” – Beau advised that his development team will complete a project management plan, communication plan and risk management plan. Agile artifacts should be added to this list of agency documents.
- The following project terms were discussed:
 - Acceptance Criteria – What the customers are expecting to be completed during the initiative and should be consistent with the requirements.
 - User Stories = Test cases
 - Sprints = Milestones
 - Burn-down chart = Staffing Plan. For monthly status reporting, Kathy Bromead liked the idea of the burn-down chart for status reporting. However, believes that budget/costs need to be captured and reported monthly due to limitations of the PPM tool.
 - Sprint Retrospective – takes place at project closeout and contains the same questions asked during the Sprint Review Meetings
 - Done Criteria – Completed at the end of each sprint and at project closeout. This is a list of everything that was completed as part of the initiative.
- Monthly status reports in the PPM tool must continue to be completed by calendar month or it’s likely that the PPM tool will not accurately reflect costs. The team felt the monthly line-up of the budget, in the PPM tool, would be the biggest variant between an agile workflow and the waterfall flow.
- With procurement project, vendors cannot always truly define what activities will take place when, so it was suggested that perhaps procurement projects will not be allowed to follow the agile process flow, at least during the first implementation of the agile recommendation.
- Outstanding Questions, needing further strategy discussions:
 1. When is it appropriate to follow an agile workflow?
 2. When is it appropriate to allow vendors to follow an agile workflow?
- **Discussion Points for Next (March) Meeting**
 - **Kathy Bromead – EPMO Discussion**
 - **Review Proposed “Modular Workflow” document**
 - **Guidance on determining project type**
 - What qualifications can be utilized to determine if a project fits Agile or Waterfall methodology (e.g. thought process, checklist? size? scalability? etc.)?
 - **Involved parties - Who are the pigs and how do the chickens participate?**
 - How do other service areas, such as Enterprise Architect, BRM, Service Delivery, fit into the agile process
 - **Agile and Current Workflow**
 - How can we begin utilizing agile practices in the current workflow to improve speed and delivery?

ACTION ITEMS / NEXT STEPS			
No.	Item	Assigned To	Status
1	Beau will send Gaye the iterative workflow/artifact document used during today’s meeting.	Beau	Complete

2	Gaye will ask Janet to update the workflow/artifact document to match existing formats.	Gaye	Complete
3	Gaye will send updated workflow document to workgroup	Gaye	Complete
4	Kathy will ask Charles if the PPM tool can be modified to capture agile sprints when tracking budget/costs for monthly reporting or if the PPM tool will allow PM to define each month by entering sprint start and end dates	Kathy	Open
5	Kathy will investigate whether hours on the PPM tool status tab can be eliminated since the burn-down chart could really suffice for the staffing plan.	Kathy	Open
6	Review ITS service catalog and identify what is documented well, identify gaps (forms, flow, lead times, etc.) that are most painful to the agencies.	Linda/LaQuita	Open
7	Plug any holes in service catalog identified by work group. Get standard provision time, forms, flows provided by service owners where gaps exist after initial gaps are identified.	Brian	Open
8	Provide presentation on the process for hosting delivery and provisioning to workgroup	Brian Layh	Open
9	Share presentation materials and offer to conduct presentation to Sharon's groups (perhaps BRM and Service Delivery) regarding agile methodology and processes. Sharon will determine who hears what information and when.	Linda	Open
10	Research possible speakers for future meetings to help group gain more knowledge on Agile viability and scalability.	Linda & Ann	Open